

# Center for Army Leadership

---



***US ARMY COMBINED ARMS CENTER***

# **Center for Army Leadership**

## ***Mission***

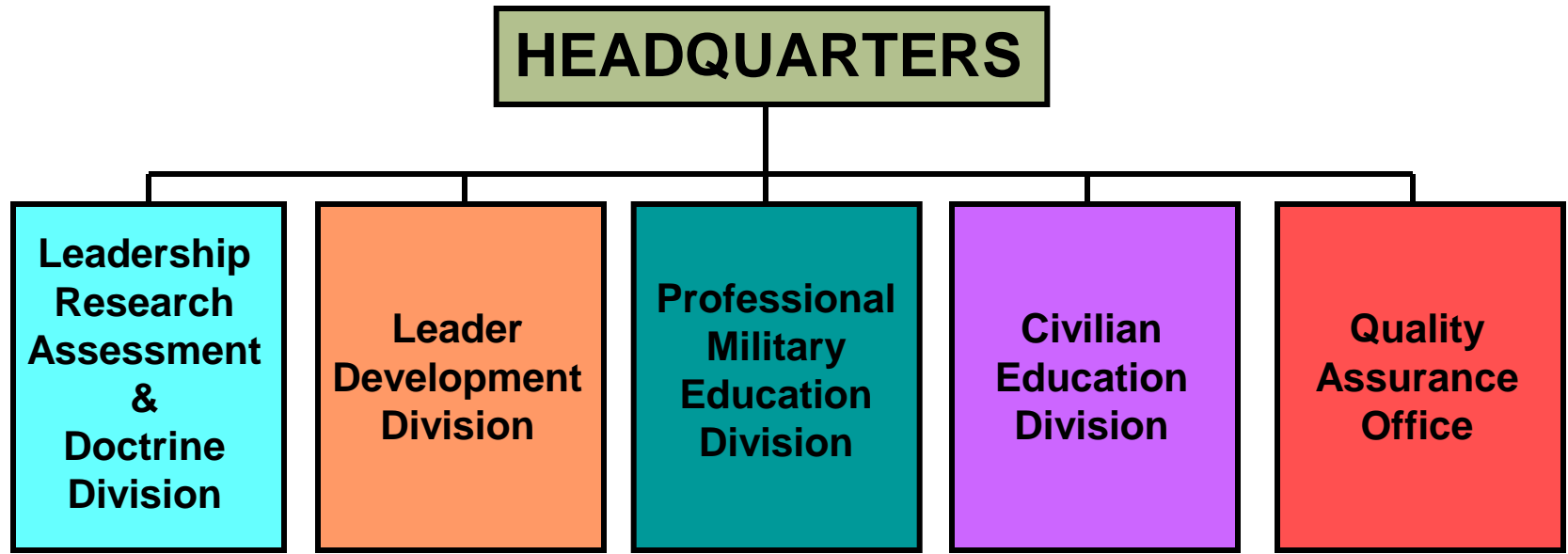
CAC lead for leadership and leader development research, analysis, assessment and evaluation; leadership doctrine; coordination, development and management of initiatives within the Army Training and Leader Development Management Process; and the integration and synchronization of Professional Military Education (PME) and Civilian Education System (CES) to sustain excellence in growing Army leaders.

## ***Responsibilities & Functions***

1. CAC lead for leadership and leader development.
2. Integrate and synchronize L-domain activities and requirements across DOTMLPF.
3. Evaluate leader development programs and concepts.
4. Design and develop leader development programs and concepts.
5. Coordinate, develop and manage L-domain initiatives within the Army Training and Leader Development Management Process.
6. Conduct research and analysis to identify and assess leadership and leader development trends, requirements, strategies, technologies and techniques.
7. Manage the vertical and horizontal integration and implementation of leader development training strategies across PME and CES.
8. Develop, maintain, and promulgate leadership doctrine.
9. Evaluate strategic guidance, policies, and plans for integration into leadership and leader development programs and concepts.



# Organization



OFF  
WO NCO CIV

15 / 1 / 2 / 19

37 Authorized  
(FY08 TDA)



# Leadership Research, Assessment & Doctrine Development Division (LRADD)

---

## Responsibilities & Functions

1. Conduct research to identify leadership and leader development trends, requirements, training and education strategies, technologies, and techniques.
2. Conduct surveys, interviews, and focus groups to assess the quality of leadership and leader development practices throughout the Army.
3. Develop, certify, and provide assessment tools for leader self-awareness.
4. Develop, maintain, and promulgate leadership doctrine.
5. Coordinate with organizations that develop concepts and that conduct or monitor research and studies in leadership and leader development.
6. Facilitate the application of leadership research and the integration of concepts throughout the leader development domains.
7. Plan, direct, coordinate, execute, or participate in leadership and leader development research conferences.
8. Inform senior leaders on leadership and leader development research and doctrine.



# **Leader Development Division (LDD)**

## **Responsibilities & Functions**

1. CAL lead for coordination, development and management of L-domain initiatives within the Army Training and Leader Development Management Process (ATLDMP).
2. Evaluate strategic guidance, policies and plans for integration into leadership and leader development programs and concepts.
3. Analyze, coordinate and execute actions in support of various Councils of Colonels and General Officer Steering Committees.
4. Plan, coordinate and execute Leader Development Forums and conferences to determine best practices from other services, government agencies, private sector, and academia for potential integration into Army leader development programs.
5. Prepare and maintain the Army Leader Development Campaign Plan.
6. Inform senior Army Leaders on leadership and leader development initiatives and programs.
7. Coordinate, synchronize and assess leader development requirements, activities, other initiatives, and action plans.



# Professional Military Education Division (PMED)

## Responsibilities & Functions

1. Conduct liaison and coordination to ensure vertical and horizontal integration and implementation of leader development training strategies across PME.
2. Develop concepts, recommend policy and guidance, identify requirements, program resources, and direct course design and development to enable the vertical and horizontal integration of leader development training strategies across PME.
3. Support development of the Common Critical Task List, the TRADOC Common Core (TCC) Task List, and training strategies for new and emerging common tasks.
4. Manage implementation of TCC training strategies across PME to ensure vertical and horizontal integration.
5. Provide guidance, identify requirements, and program resources for the development of dL courseware across PME.
6. Coordinate, manage, and integrate Captains' Career Course (CCC) content, structure, and timing across TRADOC schools and centers.
7. Develop, implement, and manage CCC dL common core.
8. Direct course design and development, assess proposed WO education initiatives, and ensure compliance with guidance, doctrine, and policies.
9. Direct course design and development, assess proposed NCO education initiatives, and ensure compliance with guidance, doctrine, and policies.
10. Lead for the Enlisted Joint PME.
11. Inform senior leaders on PME initiatives and programs.



# **Civilian Education Division (CED)**

## **Responsibilities & Functions**

1. Prepare strategies, develop concepts, recommend policy and guidance, identify requirements, and program resources to enable vertical integration of leader development training strategies within CES.
2. Assist in leadership doctrine development.
3. Direct course design and development, assess proposed CES initiatives, and ensure compliance with guidance, doctrine, and policies.
4. Conduct liaison and coordination to ensure vertical integration within CES and horizontal synchronization with PME.
5. Contribute to development of the TRADOC CES Critical Task List and manage implementation to ensure vertical integration within CES.
6. Inform senior leaders on CES initiatives and programs.



# Quality Assurance Office (QAO)

## Responsibilities & Functions

1. Evaluate Army leadership and leader development programs.
2. Evaluate the L-domain of IMT, PME, and CES programs for quality assurance and accreditation.





# CAL's Role: An Engine of Change

## Knowledge Management



**A Learning Organization**



**US ARMY COMBINED ARMS CENTER**





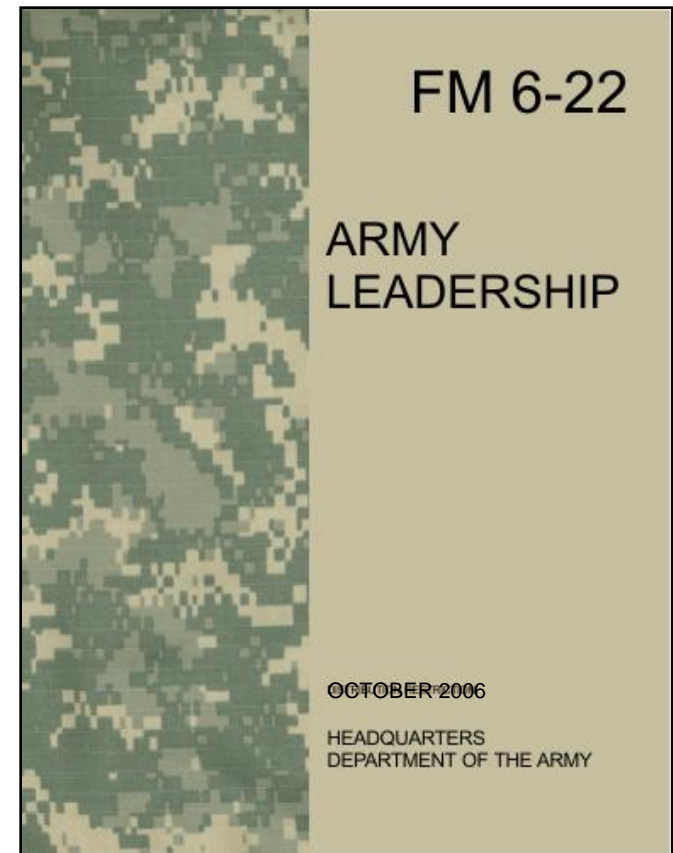
# FM 6-22 *Army Leadership*

*Competent, Confident, and Agile*



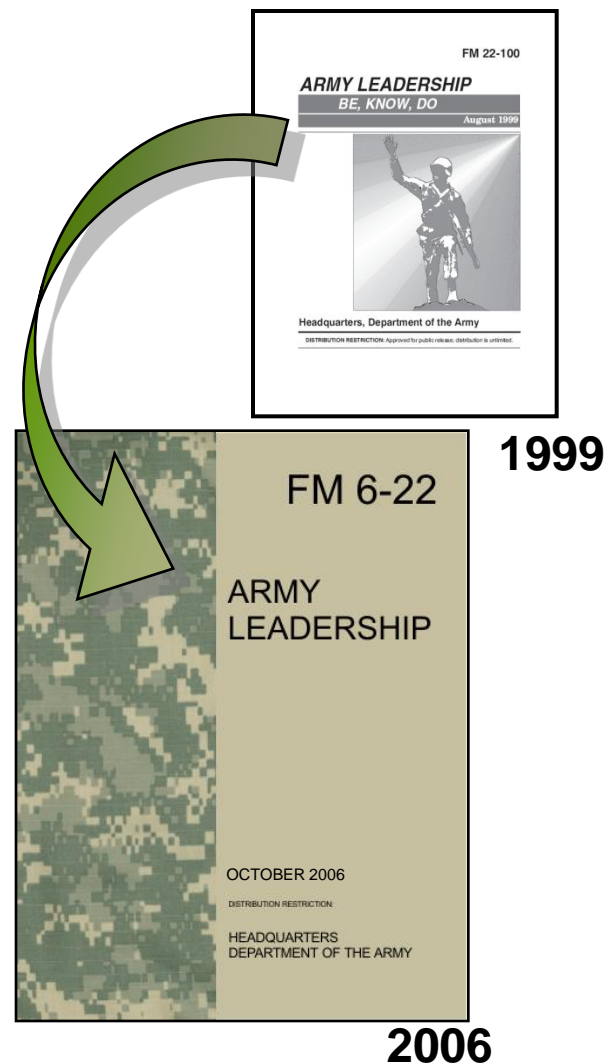
# Why update?

- Address recommendations from:
  - Army Training and Leader Development Panels (2000-2002)
  - Leader Development and Education Task Force (2004)
- Leverage manual to address 21st century security environment.
- Broaden leadership description for full spectrum operations.



# Enduring Themes Across Versions

- Value-based, ethical leadership.
- Foundational construct of what leaders need to BE-KNOW-DO.
- Three levels of leadership: direct, organizational and strategic.
- Purpose and techniques for developmental counseling.
- Addresses leadership as a process composed of skills and knowledge that can be developed (skills & actions reshaped as competencies in FM 6-22).
- Emphasizes character and competence required to lead effectively (increased emphasis throughout on the Warrior Ethos, profession of arms, self-awareness, and adaptability).





# Leadership Defined

**Leadership** – the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.

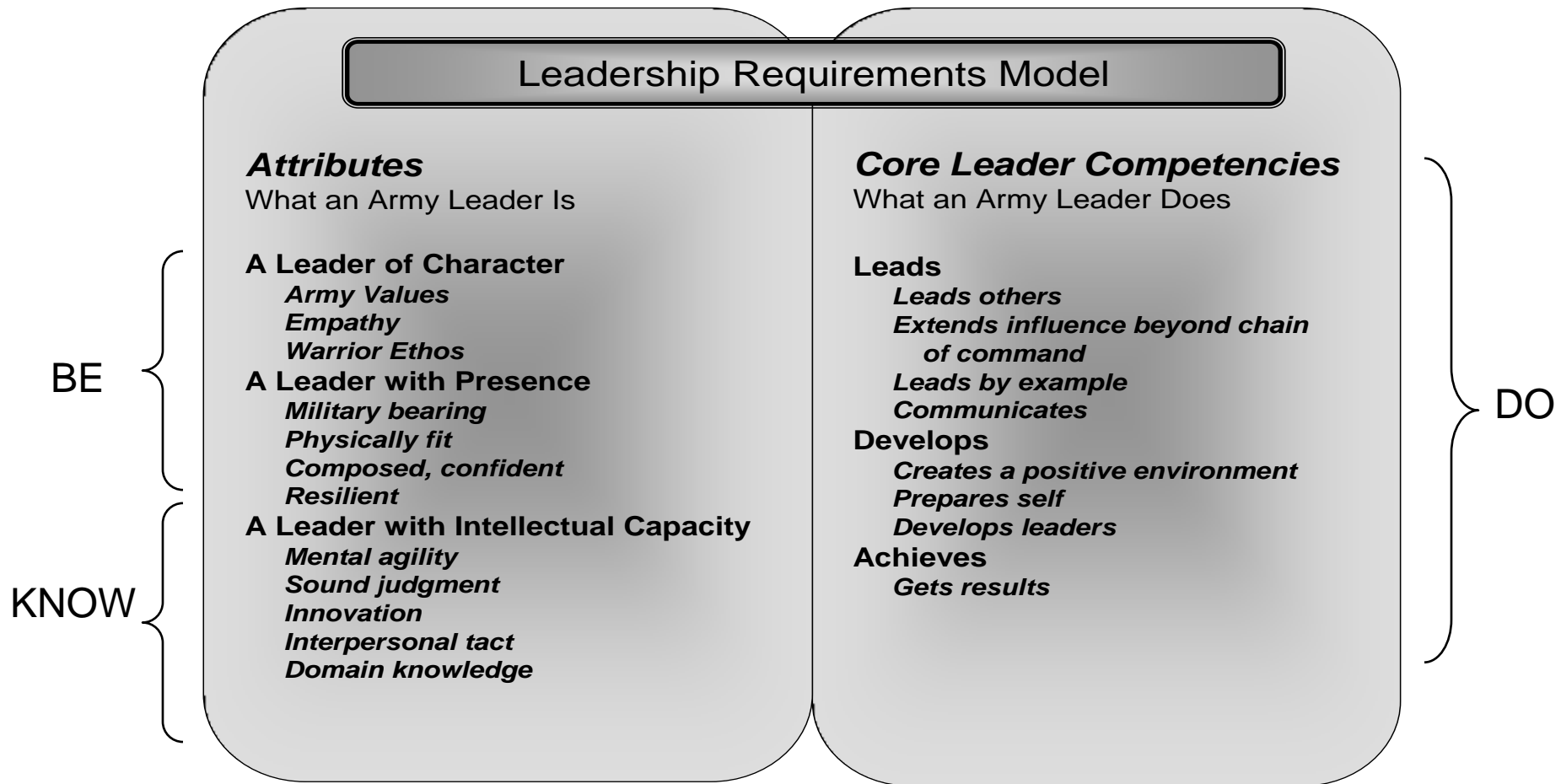


**Army leader** - anyone who -- by virtue of assumed role or assigned responsibility -- inspires and influences people to accomplish organizational goals.

**Subordinate** – loyal team player who understands the leader's vision, shares the responsibility, and takes pride in accomplishments.



# Army Leadership Requirements Model



# FM 6-22 Training Support Package

[Army Leadership-  
An Overview  
\(Course 1\)](#)

[Roles, Levels, and  
Teams  
\(Course 2\)](#)

[A Leader of  
Character, with  
Presence, and  
Intellect  
\(Course 3\)](#)

[Competency Based  
Leadership  
\(Course 4\)](#)

[Organizational and  
Strategic Level  
Leadership  
\(Course 5\)](#)

[Full text of  
FM 6-22](#)

[Creeds](#)



**"We must be effective members of the Joint team. We need to think of our Army as an expeditionary force. We need to encourage innovation and increase resiliency. And most important, we need to reinforce the Warrior Ethos in every Soldier."**

CSA Peter Schoomaker

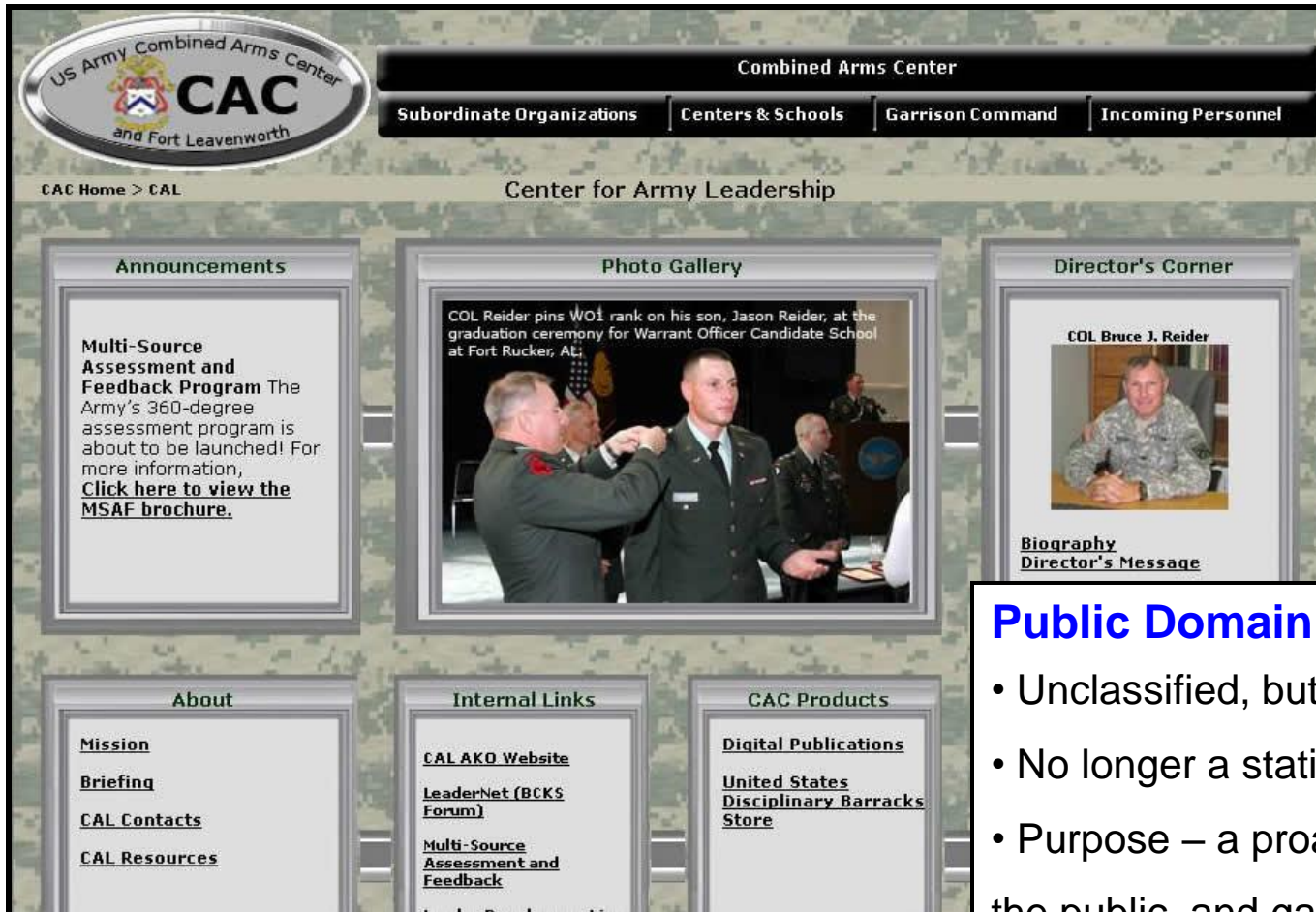
## Lessons in Leadership

- [Fearless Leader - Twice the Hero](#)
- [Mission First – Never Quit](#)
- [No Slack Soldiers Take a Knee](#)
- [Chamberlain's Enduring Lesson](#)
- [He Never Gave In – Versace](#)
- [SGT York's Dilemma](#)
- [From Vision to Victory in Desert Storm](#)



**US ARMY COMBINED ARMS CENTER**

# CAL Websites: Public Domain



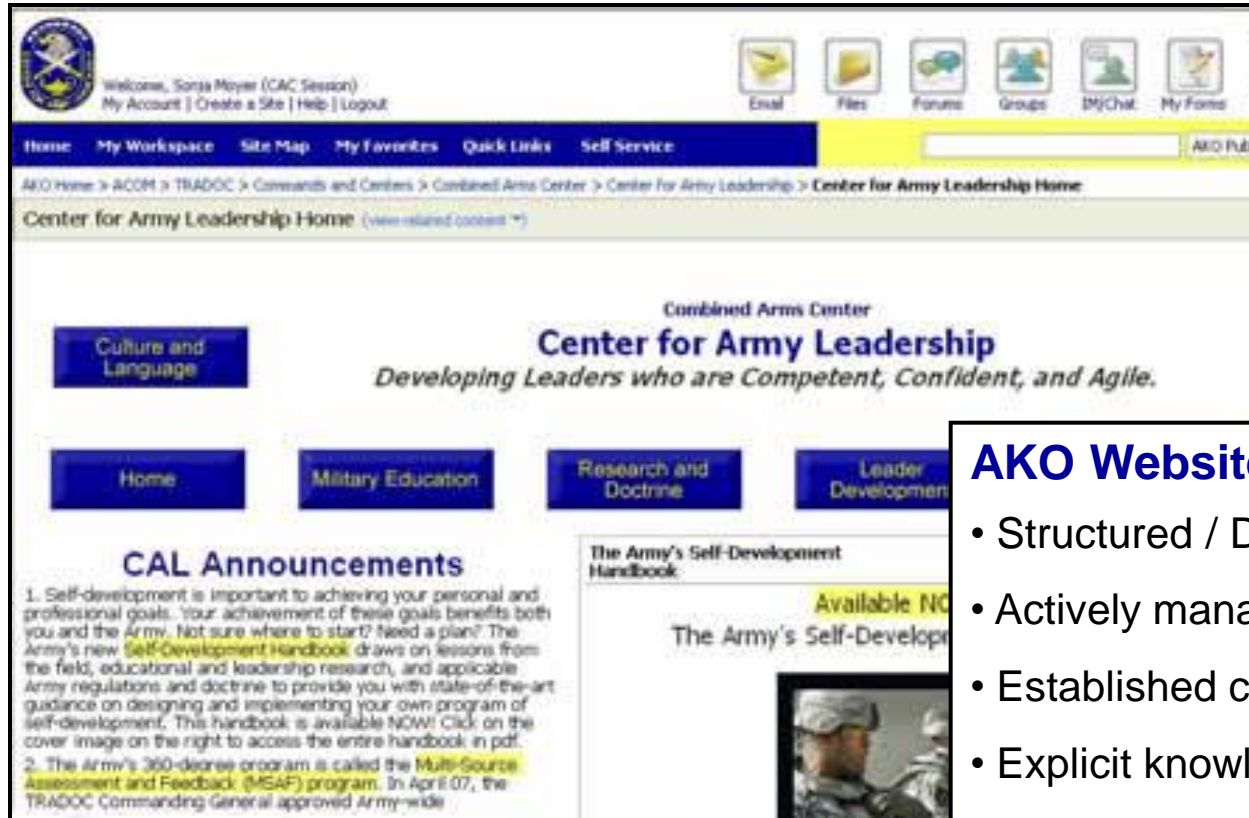
## Public Domain Website

- Unclassified, but informative
- No longer a static website
- Purpose – a proactive way to inform the public, and gain public trust and support with positive, open information about what we do





# CAL Websites: AKO



## AKO Website

- Structured / Doctrinally correct
- Actively managed / Changes quarterly
- Established conventions
- Explicit knowledge
- Open to all with AKO User ID / password
- Focused on audience of Army leaders
- Multiple links, including Leader Net and external websites



# CAL Forum: Leader Net

The screenshot displays the BCKS (Battalion Knowledge Center) website, specifically the Leader Net community page. The top left features the BCKS logo with the text 'U.S. ARMY' and 'BATTALION KNOWLEDGE CENTER'. Below this is a search bar and a 'Click here to search the BCKS KNOWLEDGE BASE' link. The main header area includes the 'LEADER NET' title and a 'More Reviews' link. A navigation bar contains links for 'Welcome', 'Knowledge', 'Discussions', 'Members', 'About', 'Comments', 'Posting', and 'Home'. The central content area has a large image of soldiers and a 'Welcome to Leader Net' message. To the right, there is a 'Our Mission' section with text about providing a global online community for leaders and a quote: 'Remember that leaders aren't made leaders because they are college graduates. Leaders are made because they are college graduates.' Below this is a 'Community Highlights Summary' section with two entries: 'Community at BCKS' and 'Leader at BCKS'. The left sidebar contains a 'LEADER NET' section with links to 'Leadership', 'Leader Development', 'Leader Links', 'Professional Reading Room', 'Leader Toolbox', and 'Community Leaders'. At the bottom of the sidebar is a 'Participate' section with links to 'View my Personal Area', 'Contribute...', 'Modify this Community', 'Move this Community', 'Delete this Community', 'Edit Subscription', 'Email this Page', and 'Forum | member only...'.

## Leader Net

- Minimal structure / Tacit knowledge
- Facilitated by BCKS w/ CAL topic leaders
- Doctrinal input as needed
- Conventions established by participants
- Open to all with AKO User ID / password
- Focused on audience of Army leaders
- Linked to CAL AKO website

